

## CHRISTOPH H. LOCH

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## Summary

Professor Dr. Christoph H. Loch is Professor of Operations and Technology Management at the Cambridge Judge Business School (CJBS), and from 2011-2021 he served as the Director (Dean) of the school. A university business school combines academic activities (published research and degree teaching) with commercial activities in competitive markets (programmes and executive education). Under his leadership since 2011, CJBS has grown in revenues from £24m in 2011-12 to £60m in 2019-20, breaking even every year while continuing to make a financial contribution to the University of Cambridge. On the teaching side, CJBS' ranked programmes (MBA, EMBA, Master of Finance, and Executive Education) are now all ranked in the FT Global top 20 (from only one of them in 2011). On the research side, the 2021 *Research Evaluation Framework* (REF) exercise that the UK government conducts every six years ranked CJBS as the best research school of all UK business schools (after a second place in 2014). This performance was enabled by a research strategy emphasizing problem-solving engagements with organisations (commercial or non-profit) to connect knowledge creation with practical impact, fostering a positive reinforcement between teaching and research.

For example, CJBS has 14 research centers that are thought leaders in their areas and reach out to organizations to help them. In this context, CJBS has become a leader in entrepreneurship impact and education (both technology and social ventures), supporting the Cambridge Cluster (the largest entrepreneurial cluster in Europe).

As an academic, Professor Loch has continued to teach and conduct research. His experience lies in the management of innovation in organizations, project management, and the emotional side of motivation of professional personnel. He was identified as one of the top ten Innovation researchers worldwide in the *Journal of Product Innovation Management* in 2012<sup>1</sup>, and he was identified as one of the top ten researchers worldwide in Operations Management in the journal *Decision Sciences* in 2020<sup>2</sup>.

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<sup>1</sup> Yang, P., L. Tao. 2012. Perspective: Ranking of the World's Top Innovation Management Scholars and Universities. *Journal of Product Innovation Management* 29(2):319–331.

<sup>2</sup> Koufteros, X., S. Babbar, R. S. Behara, M. Baghersad. 2020. OM Research: Leading Authors and Institutions. *Decision Sciences*, May.

## Employment

**Cambridge Judge Business School, University of Cambridge:** Professor of Operations and Technology Management

**Cambridge Judge Business School, University of Cambridge:** Director (Dean) (2011- 2021)

**INSEAD**, Fontainebleau, France:

GlaxoSmithKline Chaired Professor of Corporate Innovation (2006-2011),  
Professor of Technology and Operations Management (2001-2011).

**Stockholm School of Economics**, Stockholm, Sweden. Visiting Professor of Operations Management (August 2009 – July 2010).

**Hewlett Packard Labs**, Palo Alto, USA: Visiting Professor in the Information Dynamics Lab (September 2002 – August 2003).

**INSEAD**, Fontainebleau, France:

Associate Professor of Technology Management (Sept. 1997 – Aug. 2001).  
Assistant Professor of Technology Management (Jan. 1994 – Aug. 1997)

**McKinsey & Company**, San Francisco, USA, and Munich, Germany: Associate. Client consulting team member (1991 –1993).

**Siemens AG**, Munich, Germany: Strategic Analyst (Summers 1986 – 1989).

**University of Tennessee**, Knoxville, TN, USA. Lecturer. Evening MBA course on Management Science and undergraduate course in Operations Mgt. (1987).

## Education

**Ph.D., Stanford Graduate School of Business**, USA. Special field Decision Sciences and Operations Management (September 1987 – September 1991).

**MBA, University of Tennessee**, Knoxville, TN, USA (Sept. 1985 – Dec. 1986).

**Diplom-Wirtschafts-Ingenieur, Darmstadt Institute of Technology**, Germany, a joint degree in mechanical engineering and business (September 1980 – May 1985).

## Professional Leadership

**Cambridge Judge Business School:** Director (Dean) of the school (2011-2021).

**INSEAD Academic Management:**

Director of the Edmond de Rothschild INSEAD research center in Caesarea, Israel (September 2008 – 2011).

Dean of the INSEAD Ph.D. program (September 2006 – August 2009).

Member of the Dean Search Committee (2005) and of search committee for the new director of the INSEAD leadership center (2010)

Member of the Faculty Evaluation Committee (the key faculty promotion decision body) (2002, 2004-2005, 2010)

**INSEAD Program Management:**

Program Director of multiple executive education programs, such as:

Open enrolment: Strategic R&D Management, International Project Management, Leading Decision Making.

Company specific: BMW, Roche Diagnostics, Daimler, Eurocontrol, Elbit Systems (Israel).

**External:**

Chairman of the “Behavioral Operations Management” Section of INFORMS (2008 – 2010).

Department Editor for *Management Science*, department R&D and Innovation (June 2004 – January 2009).

Department Editor of *Production and Operations Management* (October 2003 – June 2007), special issue Department Editor (2010-2012).

Associate Editor, *Management Science*, 2000-2004, 2009-2012.

Associate Editor for *Manufacturing and Service Operations Management* (M&SOM). (June 2003 – present)

Associate Editor, *Operations Research*. (Sept. 1998 – June 2004).

Elected fellow of the POMS Product Innovation and Technology Management College in 2010.

Project Management Institute (PMI) Research Achievement Award 2011.

**Business:**

Nonexecutive director of a German Internet start-up company 1999 – 2001;

Nonexecutive director of an educational simulation software start-up company, 2002 – present.

Nonexecutive Director of a professional soccer club in the UK.

## Research

**Publications In Refereed Academic Journals**

1. Huberman, B. A., and C. H. Loch. Collaboration, Motivation, and the Size of Organizations. *Journal of Organizational Computing and Electronic Commerce* 6, 1996, 109 - 130.
2. Loch, C. H., L. Stein, and C. Terwiesch. Measuring Development Performance in the Electronics Industry. *Journal of Product Innovation Management* 13, 1996, 3 - 20.
3. Terwiesch, C., C. H. Loch, and M. Niederkofler. When Product Development Performance Makes a Difference: A Statistical Analysis in the Electronics Industry. *Journal of Product Innovation Management* 15, 1998, 3 - 15.
4. Loch, C. H., and C. Terwiesch. Communication and Uncertainty in Concurrent Engineering. *Management Science* 44, 1998, 1032 - 1048.

5. Terwiesch, C., C. H. Loch. Managing the Process of Engineering Change Orders. *Journal of Product Innovation Management* 16 (2) 1999, 160 - 172.
6. Loch, C. H., and C. Terwiesch. Accelerating the Process of Engineering Change Orders: Capacity and Congestion Effects. *Journal of Product Innovation Management* 16 (March) 1999, 145 - 159.
7. Loch, C. H., and B. A. Huberman. A Punctuated Equilibrium Model of Technology Diffusion. *Management Science* 45, February 1999, 160 - 177.
8. Terwiesch, C., and C. H. Loch. Measuring the Effectiveness of Overlapping Development Activities. *Management Science* 45, April 1999, 455 - 465. Reprinted in Brockhoff, K. K., A. W. Pearson, P. de Weerd-Nederhof, I. Kerssens-van Drongelen (eds.), *Readings in Technology Management*, Twente: Twente University Press 2000, 119 - 136.
9. Loch, C. H., B. A. Huberman, and S. T. Stout. Status Competition and Performance in Work Groups. *Journal of Economic Behavior & Organization* 43, 2000, 35 - 55.
10. Huchzermeier, A., and C. H. Loch. Project Management Under Risk: Using the Real Options Approach to Evaluate Flexibility in R&D. *Management Science* 47 (1), 2001, 85 - 101 (Special Issue on Design and Development).
11. Loch, C. H., M. T. Pich, C. Terwiesch and M. Urbschat. Selecting R&D Projects at BMW: A Case Study of Adopting Mathematical Programming Models. *IEEE Transactions on Engineering Management* 48 (1), 2001, 70 - 80.
12. Loch, C. H., and K. Bode-Greuel. Evaluating Growth Options as Sources of Value for Pharmaceutical Research Projects. *R&D Management* 31 (2), 2001, 231 - 248.
13. Loch, C. H., C. Terwiesch, and S. Thomke. Parallel and Sequential Testing of Design Alternatives. *Management Science* 47 (5), 2001, 663 - 678.
14. Loch, C. H., and S. Tapper. Implementing a Strategy-Driven Performance Measurement System for an Applied Research Group. *Journal of Product Innovation Management* 19, 2002, 185 - 198.
15. Terwiesch, C., C. H. Loch, and A. De Meyer. Exchanging Preliminary Information in Concurrent Engineering: Alternative Coordination Strategies. *Organization Science* 13 (4), 2002, 402 - 419.
16. Pich, M. T., C. H. Loch, and A. De Meyer. On Uncertainty, Ambiguity and Complexity in Project Management. *Management Science* 48(8), 2002, 1008 - 1023.
17. Loch, C. H. and S. Kavadias. Dynamic Portfolio Selection of NPD Programs Using Marginal Returns. *Management Science* 48 (10), 2002, 1227 - 1241.
18. Mihm, J., C. H. Loch, A. Huchzermeier. Problem Solving Oscillations in Complex Engineering Projects. *Management Science* 49 (6), 2003, 733 - 750.
19. Loch, C. H. J. Mihm, A. Huchzermeier. Concurrent Engineering and Design Oscillations in Complex Engineering Projects. *Concurrent Engineering Research and Applications* 11(3), 2003, 187 - 200.
20. Lovejoy, W. S., C. H. Loch. Minimal and Maximal Characteristic Path Lengths in Connected Sociomatrices. *Social Networks* 25 (4), 2003, 333 - 347.
21. Kavadias, S., C.H. Loch. Optimal Project Sequencing With Recourse at a Scarce Resource. *Production and Operations Management* 12 (4), 2003, 433-444.
22. von Branconi, C., C. H. Loch. Contracting for Major Projects: Eight Business Levers for Top Management. *International Journal of Project Management* 22 (2), 2004, 119 - 130.

23. Huberman, B. A., C. H. Loch and A. Önçüler. Status as a Valued Resource. *Social Psychology Quarterly* 67 (1), 2004, 103 - 114.
24. Terwiesch, C., and C. H. Loch. Collaborative Prototyping and the Pricing of Customized Products. *Management Science* 50 (2), 2004, 145-158.
25. Demeester, L., K. Eichler, and C. H. Loch. What the Biological Cell Can Teach Us About Manufacturing. *Manufacturing & Service Operations Management* 6(2), 2004, 115 - 132.
26. Sommer, S. C., C. H. Loch. Selectionism and Learning in Projects With Complexity and Unforeseeable Uncertainty. *Management Science* 50 (10), 2004, 1334 - 1347.
27. Loch, C. H., and C. Terwiesch. Rush and Be Wrong or Wait and Be Late? Seven Principles of When to Commit to Real Time Information. *Production and Operations Management* 14 (3), 2005, 331 - 343.
28. Krishnan, V., and C. H. Loch. A Retrospective Look at *Production and Operations Management* Articles on New Product Development. *Production and Operations Management* 14 (4), 2005, 433 - 441.
29. Loch, C. H., D. C. Galunic, and S. Schneider. Balancing Cooperation and Competition in Human Groups: The Role of Emotional Algorithms and Evolution. *Managerial and Decision Economics* 27, 2006, 217 - 233.
30. Loch, C. H., and Y. Wu. Behavioral Operations Management. *Foundations and Trends® in Technology, Information and Operations Management* 1 (3), 2007, 121-232. <http://dx.doi.org/10.1561/02000000009>.
31. Loch, C. H., M. E. Solt, and E. Bailey. Diagnosing Unforeseeable Uncertainty in a New Venture. *Journal of Product Innovation Management* 25 (1), 2008, 28-46. (This paper won an Emerald top-50 citation award in 2009.)
32. Wu, Y., C. H. Loch, L. Van Der Heyden. A Model of Fair Process and Its Limits. *Manufacturing and Service Operations Management* 10 (4), 2008, 637-653.
33. Loch, C. H., Y. Wu. Social Preferences and Supply Chain Performance: An Experimental Study. *Management Science* 54 (11), 2008, 1835-1849.
34. Sommer, S.C., C.H. Loch, and J. Dong. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: an Empirical Study. *Organization Science* 20 (1), 2009, 118-133.
35. Sommer, S. C., C. H. Loch. Incomplete Incentive Contracts Under Ambiguity and Complexity. *Production and Operations Management* 18 (2), 2009, 185-196.
36. Qu, C., C. H. Loch, S. Kavadias. Product Positioning in a Two-Dimensional Market Space. *Production and Operations Management* 18 (3), 2009, 315-332.
37. Mihm, J., C. H. Loch, D. Wilkinson and B. A. Huberman. Hierarchical Structure and Search in Complex Organizations. *Management Science* 56(5), 2010, 831-848.
38. Wu, Y., C. H. Loch, G. Ahmad. 2011. The Interaction Between Competitive and Cooperative Preferences in Social Dilemma Situations in teams. *Journal of Operations Management* 26, 650-662.
39. Cui, Z., C. H. Loch, B. Grossmann, R. He. 2012. How Provider Selection and Management Contribute to Successful Innovation Outsourcing: an Empirical Study at Siemens. *Production and Operations Management* 21(1), 29-48.
40. Loch, C.H., K. Sengupta, M.G. Ahmad. 2013. The Microevolution of Routines: How Problem Solving and Social Preferences Interact. *Organization Science* 24(1): 99-115.

41. Urda, J., and C. H. Loch. 2013. Social Preferences and Emotions as Regulators of Behavior in Processes. *Journal of Operations Management* 31(1), 6-23.
42. Kim, Y. H., F. J. Sting, C. H. Loch. 2014. Top-Down, Bottom-Up, or Both? Toward an Integrative Perspective on Operations Strategy Formation. *Journal of Operations Management* 32, 462-474.
43. Sting, F. J., C. H. Loch. 2016. Implementing Operations Strategy: How Vertical and Horizontal Coordination Interact. *Production and Operations Management* 25(7), 1177-1193.
44. Loch, C. H. 2017. Creativity and Risk Taking Aren't Rational: Behavioral Operations in the Management of Technology. *Production and Operations Management* 26(4), 591-604.
45. Kattuman, P., C. H. Loch, C. Kurchian. 2019. Management Succession and Success in a Professional Soccer Team. *PLOS ONE* 14(3), March 13, e0212634, <https://doi.org/10.1371/journal.pone.0212634>.
46. Loch, C. H., S. Sommer. 2019. The Tension Between Flexible Goals and Managerial Control in Exploratory Projects. *Project Management Journal* 50(5), 1-14.
47. Ahmad, M. G., C. H. Loch. 2020. What do Followers Want? The Core Functions of Leadership. *The Leadership Quarterly* 31(2), April, 101293.
48. Feduzi, A., J. Runde, L. Cabantous, P. Faulkner, C. H. Loch. 2021. Updating Small World Representations In Strategic Decision-Making Under Extreme Uncertainty. Forthcoming, *Academy of Management Review*. Published online October 2020 on <https://doi.org/10.5465/amr.2018.0235>
49. Ladas, K., S. Kavadias, C. H. Loch. 2021. Product Selling Versus Pay-Per-Use Service: A Strategic Analysis of Competing Business Models. Forthcoming, *Management Science*.
50. Si, H., S. Kavadias, C. H. Loch. 2022. Managing Innovation Portfolios: From Project Selection to Portfolio Design. Forthcoming, *Production and Operations Management*, Special Issue Commemorating 30 Years of POM.

### **Publications In Managerial Practice Oriented Journals**

51. De Groote, X., C. H. Loch, L. Van der Heyden, L. N. Van Wassenhove, and E. Yücesan. Measuring Management Quality in the Factory. *European Management Journal* 14, 1996, 540-554.
52. Loch, C. H. Operations Management and Reengineering. *European Management Journal* 16, 1998, 306 - 317.
53. Loch, C. H. Tailoring Product Development to Your Strategic Position: An Empirical Study of a European Technology Manufacturer. *European Management Journal* 18 (3), 2000, 246-258.
54. Loch, C. H., M. Yaziji, and C. Langen. The Fight for the Alpha Position: Channelling Status Competition in Organizations. *European Management Journal* 19 (1), 2001, 16 - 25. This article was discussed in: Bilefsky, D.: How to Discover Your Inner Chimp, *Financial Times*, Friday, August 4, 2000, 23.
55. De Meyer, A., C. H. Loch and M. T. Pich. Adapting Project Management to Uncertainty. *Sloan Management Review* 43 (2), Winter 2002, 60 - 67.
56. Seidel, M., C. H. Loch and S. Chahil. Quo Vadis, Automotive Industry? A Vision of Possible Industry Transformations. *European Management Journal* 23, August 2005, 439 - 449.

57. Loch, C. H., S. Chick, and A. Huchzermeier. Can European Manufacturing Companies Compete? Industrial Competitiveness, Employment and Growth in Europe. *European Management Journal* 25(4), 2007, 251-265.
58. Loch, C. H. Mobilizing an R&D Organization Through Strategy Cascading. *Research Technology Management*, September–October 2008, 1-9.
59. Cui, Z., C. H. Loch, B. Grossmann, R. He. Outsourcing Innovation: a Comparison of External Providers at Siemens. *Research Technology Management* 52 (6), November-December 2009, 54-63.
60. Loch, C. H., F. J. Sting, N. Bauer, H. Mauermann. How BMW Is Defusing the Demographic Time Bomb. *Harvard Business Review*, March 2010, 99-104.
61. Lenfle, S., C. H. Loch. Lost Roots: How Project Management Came to Emphasize Control over Flexibility and Novelty. *California Management Review*, Winter 2010, 32-55.
62. Loch, C.H, F. Sting, D. Stempfhuber, A. Huchzermeier. Das Prinzip der roten Karte. *Harvard Business Manager*, January 2012, 44-51.
63. Loch, C.H, F. Sting. A. Huchzermeier, C. Decker. Finding the Profit in Fairness. *Harvard Business Review*, September 2012, 111-115.
64. Sting, F., C. H. Loch, D. Stempfhuber. Accelerating Projects by Encouraging Help. *MIT Sloan Management Review* 2015, Spring, 1-9. This paper won the *Richard Beckhard Memorial Prize* for the MIT SMR Volume 56.
65. Loch, C. H., S. Kavadias. Innovation Strategy. *The European Business Review* January-February 2015, 62-66.
66. Kavadias, S., K. Ladas, and C. H. Loch. 2016. The Transformative Business Model: How to Tell if You Have One. *Harvard Business Review* 94(10), October, 90-98.
67. Loch, C. H., M. Mähring, S. Sommer. 2017. Supervising Projects You Don't (Fully) Understand: Lessons for Effective Project Governance by Steering Committees. *California Management Review* 59(2), Winter, 45-67.
68. Loch, C.H., S. Kavadias, B. C. Yang. 2021. Making Strategy Execution Work With Cascading Trees. *Management and Business Review* 1(1), Winter, 25-40.
69. Soufani, K., and C. Loch. Circular Supply Chains Are More Sustainable. Why are They so Rare? *Harvard Business Review Blog*, June 15, 2021.

## Books

70. Loch, C. H., L. Van der Heyden, L. N. Van Wassenhove, A. Huchzermeier, C. Escalle. *Industrial Excellence – Management Quality in Manufacturing*. Berlin: Springer 2003.
71. Kavadias, S., C. H. Loch: *Dynamic Project Selection Under Uncertainty*. Norwell, Ma: Kluwer Academic Publishers, 2003.
72. Loch, C. H., De Meyer, A., Pich, M. T. *Managing the Unknown: A New Way of Managing High Uncertainty and Risk in Projects*. New York: John Wiley 2006.
73. Loch, C. H. S. Kavadias (Editors). *Handbook of New Product Development Management*. Oxford: Butterworth Heinemann Elsevier, 2007.
74. Loch, C. H., S. Chick and A. Huchzermeier. *Management Quality and Competitiveness: Lessons from the Industrial Excellence Award*. Berlin: Springer 2008.  
Translated into German under the title: Loch, C. H., S. Chick and A. Huchzermeier. *Managementqualität und Wettbewerbsfähigkeit: Was Manager*

- vom Industrial Excellence Award lernen können*. Berlin: Springer 2008.
75. Jimoh, I. F., C. H. Loch and K. Sengupta. *How Megaprojects are Damaging Nigeria and How to Fix it: a Practical Guide to Mastering Very Large Government Projects*. London: Palgrave MacMillan 2022. The book is downloadable open access at <https://link.springer.com/book/10.1007/978-3-030-96474-0>.
  76. Davies, A., Lenfle, S., Loch, C. H., Midler, C. (Editors):. 2022. *Handbook of Innovation and Project Management*, Edward Elgar, forthcoming.

### **Book Chapters**

77. Loch, C. H. Die Auswahl und Initiierung von Innovationsprojekten: Disziplin oder Flexibilität? In Arthur D. Little (eds.), *Management von Innovation und Wachstum*, Gabler Verlag 1997, 184 - 201 (in German).
78. Huchzermeier, A., and C. H. Loch. Evaluating R&D Projects as Learning Options: Why More Variability is Not Always Better. In Wildemann, H. (ed.), *Produktion und Controlling*, München: TCW Transfer Centrum Verlag, 1999, 185 – 197.
79. Loch, C. H., and C. Terwiesch. Product Development and Concurrent Engineering. In Swamidass, P. M. (ed.), *Encyclopaedia of Production and Manufacturing Management*, Dordrecht: Kluwer Academic Publishing 2000, 567 - 575. Reprinted in Swamidass, P. M. (ed.), *Innovations in Competitive Manufacturing*, Dordrecht: Kluwer 2000, 263 – 274.
80. Loch, C. H., B. A. Huberman, and S. Ülkü. Multi-Dimensional Status Competition and Group Performance. In Lomi, A., and E. Larsen (eds.), *Dynamics of Organizations: Computational Modeling and Organization Theories*, Menlo Park - Boston: AAAI Press - MIT Press 2001, 119 - 140.
81. Loch, C. H. Moving Your Idea Through Your Organization: Beauty is in the Eyes of the Beholder. In Laurel, B. (ed.), *Design Research: Methods and Perspectives*. Cambridge, Mass.: MIT Press 2003, 212 - 220.
82. Mihm, J., C. H. Loch. Spiraling out of Control: Problem-Solving Dynamics in Complex Distributed Engineering Projects. Chapter 7 in Braha, D., Minai, A., Bar-Yam, Y. (eds.), *Complex Engineering Systems*, Cambridge, Mass: Springer/NECSI 2006, 141-157.
83. Loch, C. H., S. Chick. Management Quality and Factory Performance. Chapter II in Friedli, T., M. Kickuth, F. Stieneker, P. Thaler and J. Werani (Eds.): *Operational Excellence in the Pharmaceutical Industry*. Aulendorf, Germany: Editio Cantor Verlag 2006, 30-52.
84. Loch, C. H., S. Kavadias. Managing New Product Development: A Framework. Chapter 1 in: Loch, C. H., S. Kavadias (Eds). *Handbook of New Product Development Management*. Butterworth Heinemann/Elsevier, 2007.
85. De Meyer, A., C. H. Loch. Technology Strategy. Chapter 2 in: Loch, C. H., S. Kavadias (Eds). *Handbook of New Product Development Management*. Butterworth Heinemann/Elsevier, 2007.
86. Loch, C. H., C. Terwiesch. Coordination and Information Exchange. Chapter 12 in: Loch, C. H., S. Kavadias (Eds). *Handbook of New Product Development Management*. Butterworth Heinemann/Elsevier, 2007.
87. Sommer, S. C., C. H. Loch. Project Risk Management in New Product Development. Chapter 17 in: Loch, C. H., S. Kavadias (Eds). *Handbook of New Product Development Management*. Butterworth Heinemann/Elsevier, 2007.



88. Sommer, S. C., C. H. Loch. Project Management Under High Uncertainty. Chapter in: V.K. Narayanan and G. O'Connor (Eds): *Technology and Innovation Management Encyclopedia*. Blackwell 2010.
89. Loch, C. H. 2010. Connecting the Science of Management Systems with the Clinical Paradigm. Chapter 12 in: Kets de Vries, M., Guillen, L., Korotov, K., and E. Florent-Treacy (eds): *The Coaching Kaleidoscope: Insights from the Inside*. Palgrave-MacMillan, 181-197.
90. Chick, S. E., A. Huchzermeier and C. H. Loch. 2010. Management quality and operational excellence. Chapter 12 in: Jones, R., F. Jenkins (eds): *Managing Money, Measurement and Marketing in the Allied Health Professions*. Oxford, UK: Radcliffe Publishing, 153-166.
91. Loch, C. H., S. Kavadias. 2011. Implementing Strategy Through Projects. Chapter 8 in: Morris, P., J. Pinto and J. Söderlund (eds.), *The Oxford Handbook on the Management of Projects*. Oxford: Oxford University Press, 224-251.
92. Loch, C.H., and F. Payne. 2011. Strategic management: developing policies and strategies. Chapter 4 in: Cooke-Davies, T. (ed.): *Aspects of Complexity: Managing Projects in a Complex World*. Newton Square, PN: PMI, 41-56.
93. Loch, C. H. 2016. It's Not Just Others: Conquering the Hubris in Yourself. Chapter 6 in: Garrard, P. and G. Robinson (Editors), *The Intoxication of Power*, Basingstoke, UK: Palgrave MacMillan, 101-116.
94. Lenfle, S., C. H. Loch. 2017. Has Megaproject Management Lost Its Way? Lessons from History. Chapter 2 in: Flyvbjerg, B. (ed.): *The Oxford Handbook of Megaproject Management*, Oxford: Oxford University Press.
95. Loch, C. H., Sommer, S., Jiang, M. 2022. Managing Unforeseeable Uncertainty Through Learning. Chapter in: Davies, A., Lenfle, S., Loch, C. H., Midler, C. (Editors): *Handbook of Innovation and Project Management*, Edward Elgar, forthcoming.
96. Loch, C. H., S. Kavadias, S. Sommer. 2022. A Cultural Evolution Theory of Balancing Innovative and Routine Projects. Chapter in: Davies, A., Lenfle, S., Loch, C. H., Midler, C. (Editors): *Handbook of Innovation and Project Management*, Edward Elgar, forthcoming.
97. Jimoh, I. F., C. H. Loch, K. Sengupta. 2022. Corruption in Large Government Projects Not Only Inflates the Budget but Reduces Managerial Effectiveness. Chapter 7 in: Lee, H., A. Huchzermeier, S. Cui, R. Ernst (Eds). *Creating Value with Operations and Analytics: a Tribute to the Contributions of Professor Morris Cohen*. Springer Series in Supply Chain Management.

### **Articles in Conference Proceedings**

98. Loch, C. H., C. Terwiesch, and M. Niederkofler: "Product Development Performance: Why the Market Context Matters." Proceedings of the 3rd International Product Development Conference of the EIASM, Fontainebleau 1996.
99. Terwiesch, C., C. H. Loch, and M. Niederkofler: "Managing Uncertainty in Concurrent Engineering." Proceedings of the 3rd International Product Development Conference of the EIASM, Fontainebleau 1996.
100. Loch, C. H., M. T. Pich, and C. Terwiesch: "Project Portfolio Management in Product Development", Proceedings of the 4th EIASM International Product Development Conference, May 1997.

101. Terwiesch, C., and C. H. Loch: "Management of Overlapping Development Activities : A Framework for Exchanging Preliminary Information", Proceedings of the 4th EIASM International Product Development Conference, May 1997.
102. Loch, C. H., and H. J. Kayser: "Product Development Success Drivers in a European Technology Manufacturer", Proceedings of the 5th EIASM International Product Development Conference, May 1998.
103. Loch, C. H. Strategic Leadership of High Uncertainty Projects. *Proceedings of the Howe School of Technology Management Future of Project Management Symposium*. Hoboken, New Jersey: May 2008.

### **Publications in Newspapers and Trade Magazines**

104. De Groot, X., C. H. Loch, L. Van der Heyden, L. N. Van Wassenhove, and E. Yücesan. Planting Excellence. *Chief Executive*, April 1997, 62 - 64.
105. Loch, C. H., and A. Huchzermeier. Hiding Behind the Risk in Fear of Innovation. *Financial Times Mastering Risk*, May 23, 2000, 8 – 10. Reprinted in Pickford, J. (ed.): *Mastering Risk*, Edinburgh: Financial Times/ Pearson: Prentice Hall 2001, 147 – 151.
106. Huchzermeier, A., and C. H. Loch. Jenseits aller Theorie. *Automobil Industrie* 45 (5), May 2000, 24 – 29 (in German).
107. Loch, C. H., M. Pich and A. De Meyer. Adjusting Project Management Techniques to Uncertainty. *European Business Forum* 3, Autumn 2000, 47 – 51.
108. Loch, C. H. and S. U. Tapper. Measuring the Performance of R&D: Mission Impossible? How to Strategically Guide R&D to Create Value. *Financial Times Mastering Management*, December 18, 2000, 12 - 13. Reprinted in Pickford, J. (ed.): *Mastering Management 2.0*, Edinburgh: Financial Times/ Pearson: Prentice Hall 2001, 459 - 464.
109. Loch, C.H., S. C. Sommer, G. Schäfer and D. Nellessen. Will Rapid Manufacturing Bring Us The Customized Car? *Automotive World*, March 10, 2003.
110. Loch, C. H. Managing Uncertainty and Complexity in Large Projects. *Critical Eye*, June – August 2004, 44 – 47.
111. Loch, C.H., S. C. Sommer, J. Dong, and M. T. Pich. Step Into the Unknown. *Financial Times Mastering Risk*, March 24, 2006, 4-5.
112. Loch, C. H., and L. Van der Heyden. Monthly Column in *L'Usine Nouvelle* (the most widely read weekly magazine on manufacturing industries in France).
  - October 2006: La croissance et l'emploi en France et en Europe (Growth and employment in France).
  - November 2006: Stratégies gagnantes: la contribution du management à la compétitivité et à l'emploi (Winning strategies: management's contribution to competitiveness and employment).
  - December 2006: L'émergence de la métanationale (The emergence of the metanational).
  - February 2007: Délocalisation et Opportunité (Offshoring and opportunity).
  - March 2007: L'Europe: une chance pour l'industrie française et non un problème (Europe: an opportunity for French industry rather than a threat).
  - April 2007: La Capacité d'Innovation des Entreprises Françaises (the innovation capacity of French enterprises).
  - May 2007: Pour une gestion juste ... également dans l'entreprise (for fair process, also in the enterprise).
  - June 2007: Le Défi Américain – l'Innovation (The American challenge – innovation)
  - July 2007: La grande bataille: la productivité du service "à la française" (the great battle of service productivity "the French way")

113. Loch, C. H., and F. Sting. A Seismic Shift in the Car Industry: The Management Challenge and Responsibility. *Automotive Industries* 189(1), April 2010, 70-71.
114. Loch, C. H., P. Courtice, E. Shuckburgh. An Opportunity for Innovation Rather Than a Challenge. *FT.com SoapBox*, August 1, 2014.

## **Teaching**

### **Pedagogical Material**

1. Loch, C. H., and P. Grant, "Manzana Insurance - Fruitvale Branch," Case S-DS-87, Graduate School of Business, Stanford University, revised October 1993.
2. Loch, C. H., "American Switching Systems Development Project Choice," INSEAD case, 1996 (with teaching note).
3. Loch, C. H., and C. Terwiesch, "The Operations of Concurrent Engineering: Jalopy Car Development," INSEAD case 1996 (with teaching note).
4. Loch, C. H., and C. Terwiesch, "The Development of Nopane," INSEAD case 1996 (with teaching note). This case is the winner of the 1997 efmd (European Foundation for Management Development) case writing competition in the Technology Management category.
5. Pich, M. T., and C. H. Loch, "Making Sense of Business Process Reengineering," INSEAD pedagogical note, 1998.
6. Loch, C. H., "Crossair: The Introduction of the Differential Global Positioning System (DGPS)," INSEAD case 1998 (with teaching note).
7. Loch, C. H., "Acer Mobile Systems Unit" (A) and (B), INSEAD case 1999.
8. Huchzermeier, A., and C. H. Loch, "Cargolifter," INSEAD and WHU Koblenz Case 1999.
9. Loch, C. H., and M. T. Pich, "Delta Electronics: Bringing the Computer into the Car," INSEAD Case 01/2000-4874 (with teaching note).
10. Loch, C. H., S. Kavadias, and A. De Meyer, "Dragonfly: Development of a UAV," INSEAD Case 03/2000-4885 (with teaching note). This case is the winner of the Annual European Case Award 2004.
11. Loch, C. H., and S. Kavadias, "GemStone". INSEAD Case 2000 (with teaching note).
12. Loch, C. H., C. Terwiesch, "Cleveland Cliffs and Lurgi GmbH: The Circored Project (A and B)." INSEAD-Wharton Alliance Case 2002 (with teaching note).
13. Loch, C. H., C. Terwiesch, "Pumping Iron at Cliffs & Associates: The Circored Iron Ore Reduction Plant in Trinidad." INSEAD-Wharton Alliance Case 2004 (with teaching note).
14. Loch, C. H. "The Financial Advisory Board Sporting Chance Decision." INSEAD case 2003 (with teaching note).
15. Loch, C. H., S. C. Sommer, "Vol de Nuit: the Dream of the Flying Car at Lemond Automobiles SA", INSEAD case 2004 (with teaching note).
16. Loch, C. H., "The PCNet Project: Project Risk Management in an IT Integration Project" (A and B). INSEAD case 2005 (with teaching note).
17. Loch, C. H., and Y. Wu, "3i-Infotech: Transformation from IT Outsourcing to IT Products." INSEAD case 04/2006-5357, 2006 (with teaching note).
18. Loch, C. H., and Y. Wu. "Zyme Solutions." INSEAD case 2006 (with teaching note).
19. Loch, C. and A. De Meyer. "Eurotunnel." INSEAD Case 02/2008-5288, 2008 (with teaching note).

20. Loch, C. H., A. Guttman, D. Nahmias and P. Jokela. “FriCSO (A), (B) and (C): From Technical Idea to Business Model Innovation.” INSEAD case 04/2008-551, 2008.
21. Loch, C. H., J. Mihm. Eurocontrol Experimental Centre: The Episode 3 Project. INSEAD Case 2008.
22. Loch, C. H., Kavadias, S., Ladas, K. LEGO: Balancing Multiple Performance Dimensions? Cambridge Judge Business School Case Study 2021.

### **Teaching**

- Courses on innovation, leadership, project management with high complexity and/or uncertainty, strategy cascading, decision making and emotions, risk and entrepreneurship, in a wide set of programmes (undergraduate, MPhil, MBA, EMBA, Master of Studies, MFin, and executive education).

### **Other Activities**

#### **Editorial Boards and Refereeing**

In addition to serving as department editors at *Management Science* and *Production and Operations Management*, and as Associate Editor at *Operations Research*:

- Editorial board member, *Journal of Engineering and Technology Management* (JETM). (June 2003 – 2011)
- Editorial board member, *Research Technology Management* (RTM). (June 2008 – 2011)
- Referee for various journals, such as *Management Science*, *Operations Research*, *IEEE Transactions on Engineering Management*, *Journal of Product Innovation Management*, *Journal of Operations Management*, *European Journal of Operational Research*, *R&D Management*, *Managerial and Decision Economics*, *Scrip* (the pharmaceutical industry report series), and *International Journal of Production Economics*.

#### **Doctoral Dissertation Supervision:**

- Charles Corbett, graduation 1996, accepted position at UCLA, now full professor.
- Christian Terwiesch (Chair), graduation 1997, accepted position at the Wharton School, now full professor.
- Marc Le Menestrel, graduation 1999, accepted position at Pompeu Fabra Economics Department, Barcelona, now tenured.
- Stylianos Kavadias (Chair), graduation 2001, accepted position at the DuPree Business School at the Georgia Institute of Technology. Winner of the second prize in the 2001 George B. Dantzig Dissertation Competition, now chaired professor, Cambridge Judge Business School.
- Svenja Sommer (Chair), graduation 2004, accepted position at Purdue University, now tenured Associate Professor at HEC Business School, Paris.

- Paul Lacourbe (former Chengxin Qu) (Chair), graduation 2005, accepted position at ESSEC Business School, Paris, now Associate Professor at the Central European University in Budapest.
- Julie Urda (Co-Chair), graduation 2006, accepted a visiting position at Brown University and then a permanent position at Rhode Island College.
- Yaozhong Wu (Chair), graduation 2006, accepted a position at the National University of Singapore (NUS), now tenured.
- Fabrice Cavarretta, graduation 2008, accepted a position at ESSEC Business School, Paris.
- Ghufran Muhammad Ahmad (Chair), graduation in September 2010 with a PhD from the IAE Graduate School of Management Aix-en-Provence. Accepted a position at the Lahore University of Management in Pakistan, now Associate Professor.
- Zhijian Cui (Chair). Graduation in August 2011, accepted a position at Instituto Empresa (IE) in Madrid, Spain.
- Francisco Brahm (Chair). Graduation in September 2018, accepted a position at the London Business School.
- Nareuporn Piyasinchai (Chair). Graduation in early 2022.
- Ibrahim F. Jimoh (Business Doctorate), Chair. Graduation in early 2022. Dr Jimoh has founded a new University in Nigeria, the Fortune University.

## **Presentations**

1. *Processing Systems Concepts for Management*. Presentation at ORSA/TIMS Annual Meeting, San Francisco 1992.
2. *Reengineering Processes for Time Performance*. Presentation at KCA conference on business process reengineering, Paris, March 1994.
3. *R&D Output and Process Performance in Electronics*. Presentation at the OIT seminar, Stanford Graduate School of Business, January 1995.
4. *Collaboration, Communication, and Organizational Size*. Presentation at the OM Summer Camp, MIT Sloan School of Management, Boston, July 1995.
5. *Product Development Performance: Why the Market Context Matters*. Presentation at the 3rd EIASM International Product Development Conference, INSEAD, April 1996.
6. *Communication and Interdependence in Concurrent Engineering*. Presentation at the INFORMS Annual Meeting, Washington DC, May 1996.
7. *Agile Development: The Success Recipe for All Market Environments?*. Presentation at the FEPIMS (Federation of European Production and Industrial Management Societies) 4th annual conference, Brussels, June 1996.
8. *Portfolio Management and Selection in Product Development*. Presentation at the 4th EIASM International Product Development Conference, Stockholm, May 1997 (with M. Pich and C. Terwiesch).
9. *Managing Overlapping Development Activities: A Framework for the Exchange of Preliminary Information*. Presentation at the 4th EIASM International Product Development Conference, Stockholm, May 1997 (with C. Terwiesch).
10. *A Punctuated Equilibrium Model of Technology Diffusion*. Presentation at the OM Summer Camp, MIT Sloan School of Management, Boston, June 1997.
11. *A Punctuated Equilibrium Model of Technology Diffusion*. Presentation at the Conference of Innovation Research, initiated by the Chambre de Commerce et d'Industrie de Paris, INSEAD, June 1997.

12. *Communication and Preliminary Information in Concurrent Engineering*. Presentation at the European Doctoral Student Summer School, Catholic University Leuven, August 1997.
13. *Managing Preliminary Information in a Large Development Project*. Presentation at the INFORMS Annual Meeting, Dallas, October 1997.
14. *Real Options and R&D Projects: Why Variability is Not Always Better*. Presentation at the INFORMS Annual Meeting, Dallas, October 1997.
15. *How Existing Processes and Markets Shape Project Success Factors: An Empirical Study of a German Electronics Manufacturer*. Presentation at the Fuqua Graduate School of Business, Duke University, October 1997.
16. *Real Options and R&D Projects: Why Variability is Not Always Better*. Presentation at the Wharton School of the University of Pennsylvania, December 1997.
17. *On the Company-Specific Nature of Project Success Drivers in Product Development: An Empirical Study of a European Technology Manufacturer*. Presentation at the 5th EIASM International Product Development Conference, Como, Italy, May 1998.
18. *The Real Option Value of Modular Product Architecture*. Presentation at the INFORMS summer conference, Tel Aviv, June 1998.
19. *Current Topics in New Product Development*. Presentation the European Doctoral Student Summer School, Catholic University Leuven, August 1998.
20. *A Model of Preliminary Information Exchange in Concurrent Development*. Session Chair and Presentation at the INFORMS Annual Meeting, Seattle, October 1998.
21. *Managing the Process of Engineering Change Orders*. Presentation at the INFORMS Annual Meeting, Seattle, October 1998.
22. *Status Competition and Performance in Work Groups*. Presentation at the Kellogg Business School of Northwestern University, October 1998.
23. *Profitable Actions through Flexible Structures – Identifying Tomorrow’s Intelligent Production Systems*. Presentation at the conference *L’Excellence Industrielle*, 11 June 1999: Paris, France (with Ludo van der Heyden).
24. *Integrating Technology Into new Product Development*. Session Chair and Presentation at the Annual PDMA Conference “Product Development at the Edge of the New Millennium”, Marco Island, Florida, October 20, 1999.
25. *Parallel and Sequential Testing of Design Alternatives*. Session Chair and Presentation at the INFORMS Annual Meeting, Philadelphia, November 1999.
26. *Evaluating Strategic Opportunities From Research Projects*. Presentation at the INFORMS annual meeting, Salt Lake City, May 8, 2000.
27. *Parallel and Sequential Testing of Design Alternatives*. Presentation at the Stanford Graduate School of Business OIT seminar, May 10, 2000.
28. *Growth Options: Evaluating Strategic Opportunities From Research Projects*. Presentation at the Real R&D Options Symposium (organized by. D. Paxson), Manchester Business School, July 12, 2000.
29. *Project Uncertainty and Management Styles*. Presentation at the INFORMS Annual Meeting, San Antonio, November 2000.
30. *Uncertainty and Complexity in Project Management*. Presentation at the EURO 2001 Conference, Erasmus University Rotterdam, July 11, 2001.
31. *Uncertainty, Ambiguity and Complexity in Project Management*, Presentation at the MIT Sloan School Research Seminar, May 2002.
32. *What the Cell Can Teach Us About Manufacturing*, Presentation at the prize

- award conference of the *INSEAD Best Factory* competition, Erfurt, Germany, June 2002.
33. *Uncertainty, Ambiguity and Complexity in Project Management*, Presentation at the Stanford Business School OIT Research Seminar, October 2002.
  34. *Selectionism and Learning in Complex and Ambiguous Projects*, Presentation at the University of Michigan Business School Seminar, December 2002.
  35. *Problem Solving Oscillations in Complex Engineering Projects*, Presentation at the Operations Management Seminar at the Anderson School of Business, UCLA, January 2002.
  36. *Problem Solving Oscillations in Complex Engineering Projects*, Presentation at the Operations Management Seminar at the Haas School of Business, UC Berkeley, January 2003.
  37. *Status as a Motivator for Professional Personnel*, Presentation at San Jose State University, April 2003.
  38. *Selectionism and Learning in Complex and Ambiguous Projects*, Presentation at Harvard Business School, April 2003.
  39. *Selectionism and Learning in Complex and Ambiguous Projects*, Presentation at the Stern School of Business of New York University, April 2003.
  40. *Status as Motivation for Professionals*, Presentation at the McCombs School of Business of the University of Texas at Austin, May 2003.
  41. *Project Incentives Under Ambiguity*, session chair and presentation at the INFORMS Annual Conference, Atlanta GA, October 20, 2003.
  42. *Incentives, Motivation and Emotions in Social Exchange*, Presentation at the University Pompeu Fabra Economics Department, Barcelona, November 2003.
  43. *Incentives, Motivation and Emotions in Organizations of Professional Workers*, Semi plenary session at the 11th Annual EUROMA conference, INSEAD, Fontainebleau, June 2004.
  44. *Modelling Motivation of Professional Personnel*, Presentation at the Wharton School of the University of Pennsylvania, November 2004.
  45. *Emotions and motivation of professional workers*, Session Chair and Presentation at the annual POMS conference, Chicago, April 2005.
  46. *Flexibly Managing Startups: A Method for Monitoring Progress and Overcoming Crisis*. Presentation at the INFORMS Annual Conference, San Francisco, CA, November 2005.
  47. *Emotions and Motivation of Professional Workers in R&D Groups*. Presentation at the INFORMS Annual Conference, San Francisco, CA, November 2005.
  48. *New Product Portfolios: Horizontal and Vertical Differentiation in a Two-Dimensional Market Place*. Presentation at the POMS Annual Conference, Boston, MA, May 1, 2006.
  49. *Social Preferences and Performance in a Buyer-Supplier Relationship: an Experiential Study*. Presentation at the INFORMS Annual Conference, Pittsburgh, USA, November 2006.
  50. *Diagnosing Unforeseeable Uncertainty in Startups*. Presentation at the INFORMS Annual Conference, Pittsburgh, USA, November 2006.
  51. *Social Preferences in Supply Chain Interactions*. Presentation at the Judge Institute Business School of Cambridge University, May 2007.
  52. *Management Quality and Innovation Capacity*. Presentation at the annual GEABA conference, Tübingen, Germany, September 2007.
  53. *Behavioral Operations*. Presentation at the INFORMS Annual Conference, Seattle, USA, November 2007.

54. *Emotional Motivation and Group Performance*. Presentation at the INFORMS Annual Conference, Seattle, USA, November 2007.
55. *Behavioral Operations*. Presentation at the third Operations Management Winter Conference, Chamonix, January 2008.
56. *Strategic Management of High Uncertainty Projects*. Presentation at the Future of Project Management Symposium, Stevens Institute of Technology, Hoboken, NJ, May 2008.
57. *Innovation and the Organization: Process and Growth*. Presentation at the Institute of Innovation and Growth *Innovation Exchange* conference, Olin Business School at the Washington University in Saint Louis, May 2008.
58. *Mastering Unforeseeable Uncertainty in Startups*. Presentation at London Business School, May 2008.
59. *Mastering Uncertainty in Telecom New Ventures in Israel*. Presentation at the INFORMS Annual Conference, Washington, DC, October 2008.
60. *Strategy Deployment: Decentralized Decision Making and Innovation*. Presentation at the Washington University Olin School of Business Innovation Seminar, Saint Louis, MO, April 2009.
61. *Social Preferences, Culture and Performance in Interdependent Teams*. Presentation at Carnegie Mellon University, Pittsburgh, PA, April 2009.
62. *Strategy Deployment: Decentralized Decision Making and Innovation*. Presentation at the Innovation in Operations conference, London Business School, June 2009.
63. *Social Preferences, Culture and Performance in Teams*. Invited presentation at the INFORMS annual meeting, San Diego, October 11, 2009.
64. *What Should Behavioral Operations Management Become?* Invited presentation at the INFORMS annual meeting, San Diego, October 11, 2009.
65. *Strategy Deployment in Manufacturing Organizations*. Presentation at Norwegian School of Management, Oslo, November 2009.
66. *Strategy Deployment in Manufacturing Organizations*. Presentation at Swedish School of Economics (Hanken), Helsinki, February 2010.
67. *The Core Functions of Leadership*. Presentation at the POMS conference in Vancouver, May 2010
68. *Innovation Research in Operations Management: a Plea for Going After Opportunities*. Key Note Speech of the Product Innovation and Technology Management College of POMS, Vancouver, May 2010.
69. *Widening the Lens: Understanding the Performance and Evolution of Operational Processes*. Keynote speech at the 5<sup>th</sup> Behavioral Operations Conference, the Darden School, Charlotte, June 2010.
70. *Search in Manufacturing Organizations: Balancing Delegation and Coordination*. Presentation at the research seminar of the Carlson School of Management University of Minnesota, Minneapolis, November 5, 2010.
71. *Core Functions of Leadership*. Invited presentation at the INFORMS annual meeting, Austin, November 7, 2010.
72. *Creating Rather Than Optimizing Project Portfolios*. Invited presentation at the INFORMS annual meeting, Austin, November 8, 2010.
73. Organizer of the 6<sup>th</sup> Annual Behavioral Operations Management, INSEAD, June 13-14, 2011. *Presentation: A leadership model for operations*.
74. *Supervising Projects You Don't Understand*. Invited presentation at the INFORMS annual meeting, Charlotte, November 2011.
75. *Social Preferences Work Through Emotions*. Invited presentation at the



- INFORMS annual meeting, Charlotte, November 2011.
76. *Managing Risk and Responding to Uncertainty: A Comparison of Startups in Three Countries*. Invited presentation at the INFORMS annual meeting, Charlotte, November 2011.
  77. *Strategic Guidance of Projects*. Keynote Speech at the PMI Research and Education Conference 2012 in Limerick, Ireland.
  78. *Managing Uncertainty and Complexity in Projects*. Keynote address at the PMI research conference in Amsterdam, Netherlands 2016.
  79. *Complexity and Risk*. Keynote Address to the Risk Summit Conference. Cambridge, June 2017.
  80. *Innovation in a Norwegian Hub*. Presentation to the Synteo Conference on Innovation, Oslo, November 2017.
  81. *Globalization and Risk*. Sanya Forum, Hainan Province, December 2017.
  82. *The Impact of the Business School on Civil Society*. Keynote address to the Steffens business conference at the Frankfurt School of Management, June 2018.
  83. *Stimulate Innovation*. Keynote speech at the ONS Conference, Stavanger, September 2018.
  84. *Enterprises Amid Changes*. Sanya Forum, Hainan Province, December 2018.
  85. *What Can Real Options Thinking Do for Managers?* Presentation to the Real Options Conference at Kings College, London, June 2019

### **Personal Information**

Nationality/Citizenship: German.

Language Fluencies: German/English/French/Swedish.

Marital Status: married, one son.